

# The Role of Organizational Commitment in Mediating the Effects of Job Promotion and the Work Environment on Employee Performance

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The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

## ABSTRACT

**Purpose:** This study aims to analyze the effects of job promotions and the work environment on employee performance, with organizational commitment serving as a mediating variable, at the Manokwari Regency Education Office.

**Research Method:** This study employed a quantitative approach with an explanatory research design. The sample consisted of 56 civil servants (ASN) selected through saturation sampling. Data were collected using a questionnaire, supplemented by observations, interviews, and documentation, and were then analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.

**Results and Discussion:** The work environment has a positive and significant effect on organizational commitment and employee performance. Organizational commitment also positively affects employee performance and partially mediates the relationship between the work environment and employee performance. Conversely, job promotions do not have a significant effect on either organizational commitment or employee performance.

**Implications:** Improving the quality of the work environment is more effective than job promotions in strengthening organizational commitment and employee performance.

**Originality:** Improving the quality of the work environment is more effective than job promotions in strengthening organizational commitment and employee performance.

**Keywords:** job promotions; work environment; organizational commitment; employee performance; public sector organizations.

## 1. Introduction

Human resources are a strategic factor that determines an organization's success in achieving its goals. In the public sector, the quality of human resources significantly influences service effectiveness and organizational performance. Therefore, improving employee performance is a top priority, as optimal performance can support productivity, work effectiveness, and the quality of public services (Robbins & Judge, 2019). From the perspective of Strategic Human Resource Management (SHRM), employee performance is influenced not only by individual capabilities but also by the effectiveness of human resource management practices that align employee behavior with organizational goals. Public sector organizations are required not only to provide adequate resources but also to develop employee

management systems that foster motivation, loyalty, and employee commitment to the organization. Thus, improving employee performance is a key indicator of an organization's success in achieving effective, accountable governance that is oriented toward quality public service.

Promotion is a form of recognition granted by an organization through an increase in an employee's position, responsibilities, and authority. Objective, competency-based promotions are believed to enhance employee motivation, loyalty, and performance (Damayanti, 2024). Furthermore, a conducive work environment—both physical and non-physical aspects—plays a crucial role in fostering workplace comfort and enhancing the effectiveness of employees' task performance (Nurhasanah *et al.*, 2023). This relationship aligns with Social Exchange Theory, which explains that employees tend to contribute more when the organization provides rewards, opportunities for growth, and support for their work. Promotion is viewed as recognition of employees' competencies and performance, while the work environment reflects the organization's support for creating safe, comfortable, and productive working conditions. Such positive treatment fosters stronger organizational commitment, thereby motivating employees to demonstrate optimal performance as a form of reciprocity toward the organization. Therefore, job promotions, the work environment, organizational commitment, and employee performance are conceptually interrelated constructs that warrant further examination in the context of public sector organizations.

Research on the factors influencing employee performance has expanded significantly in the field of human resource management, particularly through the identification of job promotions, the work environment, and organizational commitment as key determinants of performance. Various studies indicate that human resource management practices that provide career development opportunities through promotions can enhance employee motivation, satisfaction, and productivity. Samantha & Adiputra (2023) demonstrated that promotions have a positive and significant effect on employee performance, and that organizational commitment also contributes significantly to improved performance. Regarding the work environment, the findings of Karoso *et al.*, (2022) indicate that a conducive work environment can directly improve employee performance. These results suggest that the quality of human resource management practices plays a crucial role in driving organizational performance improvement through employee work behavior.

Subsequent research not only examines the direct effects among variables but also begins to position organizational commitment as a mediating mechanism explaining how promotions and the work environment can improve employee performance. Several studies provide evidence that organizational commitment mediates this relationship. Karoso *et al.*, (2022) found that organizational commitment mediates the influence of the work environment on employee performance, while Hidayati *et al.*, (2021) demonstrated that job commitment also mediates the same relationship. Similar findings were reported by Irzani *et al.*, (2025), who showed that job promotions and the work environment can enhance employee performance through organizational commitment. These developments indicate a shift in the research paradigm from direct effects to a more comprehensive approach through psychological mechanisms (indirect effects), leading to organizational commitment being increasingly viewed as a strategic variable for explaining the effectiveness of human resource management practices in improving employee performance.

Although various studies have demonstrated that promotions, the work environment, and organizational commitment are key determinants of employee performance, empirical findings regarding the relationships among these variables remain inconsistent. Regarding mediation effects, Karoso *et al.*, (2022) and Hidayati *et al.*, (2021) demonstrated that organizational commitment mediates

the influence of the work environment on employee performance. Conversely, Frastika & Franksiska (2021) found that organizational commitment does not mediate this relationship, and Kurnianingsih & Dharmanegara (2024) also reported that it does not mediate the effect of the physical work environment on employee performance. Furthermore, Yuesti & Adnyana (2022) demonstrated that a mediating mechanism is also absent in the relationship between career development and employee performance. These inconsistencies indicate that the effectiveness of organizational commitment as a mediating variable still depends on organizational characteristics, the type of human resource management practices implemented, and the institutional context in which the research is conducted.

In addition to highlighting empirical gaps, previous research also leaves theoretical gaps. Most studies have focused on testing the direct relationships among job promotion, the work environment, and employee performance, while discussions of the mechanisms by which human resource management practices shape organizational commitment—which in turn enhances performance—remain relatively limited. Consequently, theoretical contributions regarding the role of organizational commitment as a psychological mechanism that bridges this relationship have not been fully developed. On the other hand, most studies have been conducted in private companies or hospitals, so empirical evidence regarding local government organizations remains limited. The context of the Manokwari Regency Education Office is significant because this organization operates within a public bureaucratic system with distinct characteristics—such as a public service orientation, regulatory compliance, and a more formal promotion system than in business organizations. These differing characteristics allow organizational commitment and employee performance to emerge through distinct mechanisms, necessitating empirical testing.

This phenomenon is reinforced by a decline in the Manokwari Regency Education Office's organizational performance from 96.5% in 2023 to 84% in 2024. This situation highlights the need to improve employee performance by managing job promotions, the work environment, and organizational commitment. Based on these empirical, theoretical, and contextual gaps, this study aims to analyze the influence of job promotions and the work environment on employee performance and to test the mediating role of organizational commitment at the Manokwari Regency Education Office. This study is expected to make a theoretical contribution by strengthening the explanation of the mediating mechanism of organizational commitment in the relationship between human resource management practices and employee performance, from a Social Exchange Theory perspective. The novelty of this study lies not only in testing organizational commitment as a mediating variable but also in developing a model of the relationship between job promotion, work environment, and employee performance within the context of local government organizations. This context has been relatively under-researched. By testing this model at the Manokwari Regency Education Office, this study is expected to enhance empirical validity and enrich theoretical development in public sector human resource management.

This article is organized into five sections. The first section presents the introduction, which includes the background, previous research, identification of research gaps, research objectives, and the novelty of the study. The second section explains the theoretical framework and the development of hypotheses. The third section outlines the research methods. The fourth section presents the research findings and discussion. The final section contains the conclusions, research implications, research limitations, and recommendations for future research.

## 2. Literature Review and Hypothesis Development

### 2.1 Literature Review

#### 2.1.1 Human Resource Management

Human Resource Management (HRM) is a set of policies, strategies, and practices designed to acquire, develop, retain, and optimize the potential of human resources so that they can effectively and sustainably support the achievement of organizational goals. From the perspective of Strategic Human Resource Management (SHRM), HRM is no longer viewed merely as an administrative function but as a strategic partner in creating organizational excellence through the management of employees' competencies, motivation, and work behavior (Cooke *et al.*, 2021). This approach emphasizes the importance of alignment between organizational strategy and human resource management practices so that every policy—such as promotions, competency development, and the creation of a conducive work environment—can generate added value for the organization (Kim *et al.*, 2022). In line with this, Apascaritei & Elvira (2022) explain that strategic HRM plays a role in building organizational capabilities through adaptive human resource management to environmental changes, thereby enabling the organization to sustain performance and enhance competitiveness on an ongoing basis. This perspective is reinforced by Humairah *et al.*, (2023), who assert that implementing an integrated human resource management strategy can enhance employee engagement and strengthen organizational performance by managing competencies, motivation, and work practices aligned with organizational goals.

Developments in HRM concepts also indicate that organizational effectiveness is determined not only by individual quality but also by the organization's ability to integrate technology, human resource analytics, and sustainability principles into employee management practices. The use of human resource analytics enables organizations to make more objective, data-driven decisions in recruitment, promotion, career development, and employee performance evaluation (Margherita, 2022). On the other hand, the Sustainable Human Resource Management approach emphasizes balancing organizational goal achievement, employee well-being, and long-term organizational sustainability (Poon & Law, 2022). Effective HRM practices have also been shown to enhance organizational resilience in the face of environmental changes by strengthening employees' adaptive capacity, commitment, and engagement (Yu *et al.*, 2022). Therefore, HRM serves as a conceptual framework that explains how various organizational practices—including promotions and the work environment—can foster organizational commitment and drive sustainable improvements in employee performance.

#### 2.1.2 Job Promotion

Promotion is the process of advancing an employee to a higher position with greater responsibilities, authority, and compensation as a form of organizational recognition of an individual's competencies, work performance, and potential. From a strategic human resource management perspective, promotion serves not only as a career development mechanism but also as a tool for retaining high-performing employees, boosting motivation, and strengthening commitment to the organization. Therefore, the implementation of promotions must be based on the principles of objectivity, transparency, and fairness in order to foster a positive perception among employees (Zhu *et al.*, 2022). A fair promotion system signals that the organization values employees' contributions based on

competence and performance, thereby encouraging increased job satisfaction and more productive work behavior. Conversely, promotions not based on merit-based principles have the potential to create perceptions of discrimination, reduce motivation, and weaken employees' trust in the organization (Nag *et al.*, 2022). Thus, job promotions are a strategic practice within the human resource management system that enhances organizational effectiveness.

Research findings indicate that job promotions have broader implications than merely a rise in structural rank. Promotions integrated with performance management systems and incentive programs have been shown to strengthen the effectiveness of performance evaluations and drive the achievement of organizational goals (Dutta *et al.*, 2021). Furthermore, organization-supported career development practices, including promotion opportunities, consistently contribute to improved employee performance and reduced turnover (Ng *et al.*, 2024). Promotions also provide short-term benefits, such as increased motivation and job satisfaction, as well as long-term benefits that support employees' career success (Otto *et al.*, 2022). From an organizational perspective, a structured internal promotion system can optimize talent utilization, strengthen organizational sustainability, and improve the efficiency of human resource management through systematic career development mechanisms (Jiang & Wang, 2022). Therefore, job promotion is viewed as a critical factor that not only directly influences employee performance but also strengthens organizational commitment. This mechanism explains the relationship between human resource management practices and improved employee performance.

### 2.1.3 Work Environment

The work environment encompasses all the physical, social, and psychological conditions surrounding employees as they perform their jobs and that influence their comfort, motivation, and effectiveness at work. A conducive work environment includes not only the availability of facilities, spatial layout, lighting, and safety, but also interpersonal relationships, communication, leadership support, and an organizational climate that fosters collaboration and productivity. From a human resource management perspective, the work environment is viewed as an organizational resource capable of enhancing employee well-being while simultaneously promoting the achievement of organizational goals through improved work performance. Ángeles López-Cabarcos *et al.*, (2022) explain that work environment variables directly influence employee performance by creating conditions that support the effective execution of tasks. These findings are reinforced by HA (2023), who states that a supportive work environment is a key factor in enhancing the effectiveness of work execution and employee performance by providing conducive working conditions and adequate organizational support. In line with Conservation of Resources Theory, a high-quality work environment provides various resources that help employees reduce work stress, conserve energy, and enhance their capacity to complete tasks optimally (Huang & Yuan, 2022). Therefore, organizations need to create a safe, comfortable, and supportive work environment so that employees can work productively and maintain high performance.

Research findings indicate that the influence of the work environment on employee performance occurs not only directly but also through psychological and work-behavioral mechanisms. Zhenjing *et al.*, (2022) demonstrated that a positive work environment can enhance performance through various mediating mechanisms related to employees' psychological states and behaviors. A work environment that fosters psychological safety also encourages employees to be more proactive in shaping their work (job crafting), thereby improving individual performance (Lee, 2022). Furthermore, research on flexible work arrangements indicates that the quality of the work environment remains a

key determinant of employee productivity, even when work is performed remotely (Annatasya & Rosalina, 2022). Similar findings were reported by Aliyah & Kurniawati (2022), who demonstrated that the work environment contributes significantly to improved employee performance alongside factors such as motivation and work discipline. Thus, the work environment is a strategic factor that not only supports task execution but also strengthens employees' commitment and positive behavior, thereby contributing to sustainable improvements in organizational performance.

## 2.1.4 Employee Performance

Employee performance refers to an individual's level of success in carrying out the tasks and responsibilities that are part of their job in accordance with the organization's targets, standards, and objectives. Performance is measured not only by the results achieved but also by quality, quantity, timeliness, effectiveness, and work behavior that supports the achievement of organizational goals. From a human resource management perspective, employee performance is a key indicator reflecting the effectiveness of human resource management. It serves as the basis for organizations to evaluate productivity, award recognition, and facilitate employee career development. Roos *et al.*, (2022) explain that employee performance is a manifestation of the alignment between individual values and organizational goals; thus, positive work behavior leads to optimal contributions toward achieving organizational performance. Furthermore, the quality of the relationship between supervisors and subordinates (leader-member exchange) also plays a role in enhancing performance by fostering trust, support, and opportunities for employees to develop their work capabilities (Park *et al.*, 2022). Therefore, improvements in employee performance depend not only on individual competencies but also on the quality of organizational management in creating a supportive work environment and effective working relationships.

Research findings indicate that employee performance is influenced by various interacting organizational and psychological factors. Management practices that reduce work-related stress and maintain employees' psychological well-being have been shown to contribute to improved performance, particularly in dynamic work environments (Meunier *et al.*, 2022). Furthermore, employees' perceptions of organizational practices influence the quality of performance; thus, organizations are required to establish policies that are consistent, transparent, and oriented toward employee trust (Ählström, 2010). In the context of organizations in Indonesia, research by Wahyudi *et al.* (2022) indicates that leadership, motivation, and work discipline are key factors in enhancing employee performance. These findings are reinforced by Mulia & Saputra (2021), who state that motivation, competence, and the work environment contribute significantly to improved employee performance in public organizations. Thus, employee performance is a strategic outcome of the synergy between individual factors, human resource management practices, and organizational support, which collectively determine the effectiveness of achieving organizational goals.

## 2.1.5 Organizational Commitment

Organizational commitment is the degree of an employee's psychological attachment to an organization, as reflected in their willingness to embrace the organization's values, remain a member, and strive to contribute their best to achieving the organization's goals. From an organizational behavior perspective, organizational commitment is a key factor explaining why employees are willing to



demonstrate loyalty, responsibility, and work behaviors that go beyond the formal demands of their jobs. Tang & Vandenberghe (2022) explain that affective commitment is strongly related to employee performance because it helps shape a self-identity aligned with the organization's goals, thereby fostering more productive work behavior. Furthermore, organizational commitment also develops through employees' perceptions of organizational support. Employees who feel they receive attention, recognition, and support from the organization tend to exhibit higher levels of commitment, which in turn leads to improved organizational performance and effectiveness (Ridwan *et al.*, 2020). Therefore, organizational commitment is viewed as a strategic asset that strengthens the link between human resource management practices and organizational performance.

Research developments indicate that organizational commitment not only directly influences employee performance but also serves as a mechanism that explains the relationship between various organizational practices and employee work outcomes. Rachman (2022) found that organizational commitment strengthens the influence of motivation on employee performance, while Gadzali (2022) explained that performance appraisal systems, career planning, and employee participation within the organization influence organizational commitment. Furthermore, Prasetyaningrum & Hendarsjah (2022) demonstrated that organizational commitment acts as a mediating variable linking person-organization fit to employee performance. These findings are reinforced by Azmy (2022), who shows that organizational commitment contributes significantly to improved employee performance, even under changing work conditions, such as the implementation of work-from-home policies. Thus, organizational commitment is a psychological mechanism that explains how human resource management practices—including promotions and the work environment—can drive sustained improvements in employee performance.

## 2.2 Hypothesis Development

- H1:** *Job Promotions positively impact employee performance.*
- H2:** *The work environment positively impacts employee performance.*
- H3:** *Job Promotions have a positive effect on organizational commitment.*
- H4:** *The work environment positively affects organizational commitment.*
- H5:** *Organizational commitment positively impacts employee performance.*
- H6:** *Organizational commitment moderates the effect of job promotions on employee performance.*
- H7:** *Organizational commitment moderates the influence of the work environment on employee performance.*

## 3. Research Method

This study employs a quantitative, explanatory research approach to examine the effects of promotional opportunities and the work environment on employee performance, with organizational commitment as the mediating variable. The study was conducted at the Manokwari Regency Education Office, with a population of 56 civil servants (ASN). The sampling technique used was census sampling, meaning the entire population was included in the study sample. Census sampling was chosen because the population size was relatively small and all members of the population met the characteristics relevant to the study's objectives, thereby allowing the researcher to obtain a comprehensive empirical picture without the need for a selection process. Furthermore, a sample size of 56 respondents was deemed

adequate for Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis because it met the minimum requirement based on the “10-times rule,” which states that the sample size must be greater than ten times the number of structural paths or the largest number of indicators leading to a construct (Sarstedt *et al.*, 2022).

Data were collected through questionnaires, observations, interviews, and documentation. The questionnaire served as the primary data source for measuring respondents’ perceptions of all research variables. The research instrument was developed using indicators adapted from relevant prior studies and tailored to the context of the public sector organization. All items were measured using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The job promotion variable was measured through indicators of promotion opportunities, promotion fairness, and competency alignment; the work environment was measured through physical and non-physical aspects; organizational commitment was measured based on employees’ attachment to the organization; while employee performance was measured through indicators of work quality, work quantity, timeliness, effectiveness, and accountability in task execution.

Observations were conducted to obtain a realistic picture of the work environment conditions, patterns of employee interaction, and the execution of work activities at the Manokwari Regency Education Office. Interviews were conducted on a limited basis with several structural officials and employees to obtain supporting information on the promotion system, work environment, and phenomena related to organizational commitment and employee performance. Meanwhile, documentation was used to obtain secondary data, including organizational structure, number of employees, organizational performance reports, and other supporting documents to strengthen the interpretation of the research results.

Data analysis was performed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 4. The SEM-PLS method was chosen because it can test complex relationships among latent variables—including both direct and indirect relationships via mediating variables—and does not strictly require a normal data distribution, yet still provides stable estimates for relatively small sample sizes (Sarstedt *et al.*, 2022). The analysis stages included an evaluation of the measurement model (outer model) through tests of convergent validity, discriminant validity, and construct reliability, followed by an evaluation of the structural model (inner model) through tests of the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), effect size ( $f^2$ ), and hypothesis testing using the bootstrapping procedure to test both direct and indirect (mediation) effects.

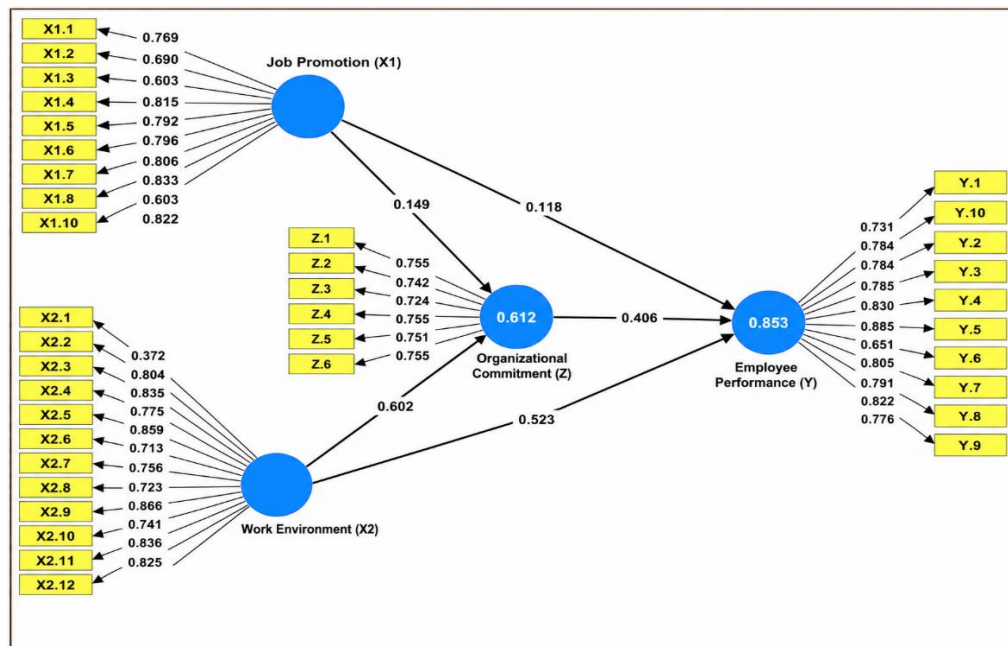
Given that all main variables were measured using questionnaires completed by the same respondents, this study also considered the potential for common method bias (CMB). To minimize this bias, the questionnaires were distributed anonymously; respondents were informed that their answers would remain confidential and would be used solely for academic purposes; and each item was clearly formulated to reduce the likelihood of perceptual bias. In addition, the full collinearity variance inflation factor (VIF) test was used to identify potential common method bias, with a VIF below 3.3 indicating that the model is relatively free from common method variance (Kock, 2021).



## 4. Results and Discussion

### 4.1 Analysis Results

This study includes three direct variables (job promotion, work environment, and employee performance) and one mediating variable: organizational commitment.



Source: Primary data analyzed using SmartPLS 4 (2026)

**Figure 1. Outer Model Results**

#### 4.1.1 Convergent Validity

Convergent validity assesses an indicator's ability to represent the research construct. This is assessed by examining the outer loading and Average Variance Extracted (AVE) values. An indicator is considered valid if it has an outer loading  $\geq 0.70$  and an AVE  $\geq 0.50$ , indicating that the construct adequately explains the indicator's variance (Hair *et al.*, 2021). The results of the convergent validity test are presented in Table A1 (Appendix).

Based on Table A1 (Appendix) of the test results, all indicators for the variables of job promotion, work environment, employee performance, and organizational commitment had factor loadings of  $\geq 0.70$ . These results indicate that all indicators met the criteria for convergent validity and represented the research construct well.

#### 4.1.2 Average of Extracted Variances (AVE)

**Table 1. Average AVE Values**

|                           | Average of Extracted Variances (AVE) |
|---------------------------|--------------------------------------|
| Job Promotion             | 0.687                                |
| Work Environment          | 0.658                                |
| Organizational Commitment | 0.549                                |
| Employee Performance      | 0.643                                |

Source: Primary data analyzed using SmartPLS 4 (2026)

Based on Table 1 of the test results, all research variables had an Average Variance Extracted (AVE) value of  $\geq 0.50$ . These results indicate that each construct met the criteria for convergent validity and was able to explain the variance of its indicators well, making them suitable for further analysis.

#### 4.1.3 Discriminant Validity

Discriminant validity is used to ensure that each research construct is clearly distinguishable from the others. In this study, discriminant validity was tested using the Heterotrait-Monotrait Ratio (HTMT) method, with a criterion of an HTMT value  $< 0.90$  (Hair *et al.*, 2021). The results of the HTMT test are presented in Table 2.

**Table 2. Heterotrait-Monotrait (HTMT) Ratio Values**

|    | Employee Performance (Y) | Organizational Commitment (Z) | Work Environment (X2) | Job Promotion (X1) |
|----|--------------------------|-------------------------------|-----------------------|--------------------|
| Y  |                          |                               |                       |                    |
| Z  | 0.819                    |                               |                       |                    |
| X2 | 0.879                    | 0.676                         |                       |                    |
| X1 | 0.481                    | 0.400                         | 0.356                 |                    |

**Source:** Primary data analyzed using SmartPLS 4 (2026)

Based on Table 2, which presents the results of the HTMT analysis, all values between variables are below the 0.90 threshold. These results indicate that each construct has good discriminant validity and can be clearly distinguished from the other constructs. Thus, all research variables have met the criteria for discriminant validity based on the Heterotrait-Monotrait (HTMT) method.

#### 4.1.4 Reliability Test

Reliability testing was conducted using Cronbach's Alpha and Composite Reliability. A construct is considered reliable if it has a Cronbach's Alpha and Composite Reliability of  $\geq 0.70$ .

**Table 3. Cronbach's Alpha and Composite Reliability Values**

|                               | Cronbach's alpha | Composite Reliability |
|-------------------------------|------------------|-----------------------|
| Job Promotion (X1)            | 0.949            | 0.956                 |
| Work Environment (X2)         | 0.953            | 0.958                 |
| Employee Performance (Y)      | 0.938            | 0.947                 |
| Organizational Commitment (Z) | 0.853            | 0.879                 |

**Source:** Primary data analyzed using SmartPLS 4 (2026)

Based on Table 3, which presents the test results, all research variables had Cronbach's Alpha and Composite Reliability values  $\geq 0.70$ . These results indicate that each construct exhibits a good level of consistency and meets the reliability criteria. Thus, all research variables are deemed reliable and suitable for further analysis.

#### 4.1.5 Results of the Structural Model Test (Inner Model)

Inner model tests were conducted to evaluate the relationships among variables in the research model and to measure the model's ability to explain endogenous variables. The evaluation was based on the

R-square ( $R^2$ ), Q-square ( $Q^2$ ), f-square ( $f^2$ ), and path coefficients to test the research hypotheses (Ghozali & Latan, 2020).

#### 4.1.5.1 R- Square ( $R^2$ )

Based on Table 4 of the test results, the R-squared value for the Employee Performance variable, 0.853, indicates that the model has a strong ability to explain variation in employee performance. Meanwhile, the R-squared value for Organizational Commitment, 0.562, indicates that the model's explanatory power is in the moderate range. These results suggest that the research model is effective in explaining the endogenous variables under study.

**Table 4. R-Square Values ( $R^2$ )**

|                               | R- Square | adjusted R-Square |
|-------------------------------|-----------|-------------------|
| Employee Performance (Y)      | 0.853     | 0.845             |
| Organizational Commitment (Z) | 0.562     | 0.545             |

**Source:** Primary data analyzed using SmartPLS 4 (2026)

#### 4.1.5.2 Q- Square ( $Q^2$ )

The Q-Square ( $Q^2$ ) value is used to measure the predictive power of a research model. A  $Q^2$  value greater than zero indicates that the model has good predictive power in explaining the endogenous variable. The  $Q^2$  calculation is based on the R-square value of the endogenous variable in the research model. The results of the  $Q^2$  calculation are presented as follows.

Q-Square ( $Q^2$ ) Formula

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

The Calculation:

$$Q^2 = 1 - (1 - 0.853)(1 - 0.562)$$

$$Q^2 = 1 - (0.147)(0.438)$$

$$Q^2 = 1 - 0.064386$$

$$Q^2 = 0.936$$

Based on the calculations, the Q-square ( $Q^2$ ) value is 0.936. This value indicates that the research model has excellent predictive power, meaning it explains most of the variation in the research data. Thus, the model used has strong predictive power for the variables under study.

#### 4.1.5.3 f- Square ( $f^2$ )

The F-square ( $f^2$ ) statistic measures the magnitude of the effect of each exogenous variable on the endogenous variable in the research model. This test aims to determine the strength of a variable's influence in explaining the dependent variable, whether that influence is small, moderate, or large.

Table 5. F-Square Value ( $f^2$ )

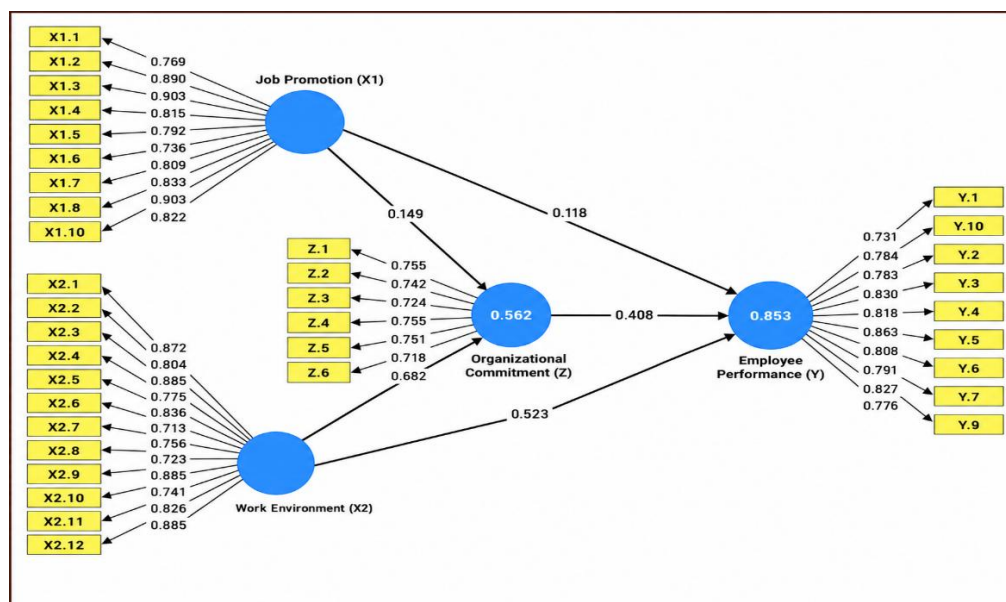
|                               | X1 | X2 | Y     | Z     |
|-------------------------------|----|----|-------|-------|
| Job Promotion (X1)            |    |    | 0.079 | 0.044 |
| Work Environment (X2)         |    |    | 0.842 | 0.920 |
| Employee Performance (Y)      |    |    |       |       |
| Organizational Commitment (Z) |    |    | 0.498 |       |

Source: Primary data analyzed using SmartPLS 4 (2026)

Based on Table 5, which presents the results of the  $f$ -square ( $f^2$ ) test, the work environment variable had the greatest influence on employee performance ( $f^2 = 0.842$ ) and organizational commitment ( $f^2 = 0.920$ ), both of which fall into the "large effect" category. Organizational commitment also has a significant effect on employee performance ( $f^2 = 0.498$ ). Meanwhile, job promotion has a relatively small effect on both employee performance ( $f^2 = 0.079$ ) and organizational commitment ( $f^2 = 0.044$ ). These results indicate that the work environment and organizational commitment are more dominant factors in improving employee performance than job promotion.

#### 4.1.6 Hypothesis Testing

Hypothesis testing was conducted to analyze the relationships among the variables in the research model using the bootstrapping method in SmartPLS 4. The testing was based on path coefficients,  $t$ -statistics, and  $p$ -values. A hypothesis was accepted if it had a  $t$ -statistic  $> 1.96$  and a  $p$ -value  $< 0.05$ . The results of the hypothesis test are presented in the following figure.



Source: Primary data analyzed using SmartPLS 4 (2026)

Figure 2. Hypothesis Testing

##### 4.1.6.1 Hypothesis Testing: Direct Effect

Hypothesis testing was conducted to determine the direct effects between variables in the research model. This testing was performed by analyzing path coefficients,  $t$ -statistics, and  $p$ -values to determine the direction, magnitude, and significance of the relationships between variables (Hair *et al.*, 2021).

**Table 6. Hypotheses on Direct Effects**

|            | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T statistics ( O/STDEV ) | P values | Info            |
|------------|---------------------|-----------------|----------------------------|--------------------------|----------|-----------------|
| (X1) → (Y) | 0.118               | 0.126           | 0.071                      | 1.660                    | 0.097    | Not Significant |
| (X1) → (Z) | 0.149               | 0.170           | 0.129                      | 1.156                    | 0.248    | Not Significant |
| (X2) → (Y) | 0.523               | 0.515           | 0.075                      | 7.024                    | 0.000    | Significant     |
| (X2) → (Z) | 0.682               | 0.682           | 0.103                      | 6.608                    | 0.000    | Significant     |
| (Z) → (Y)  | 0.408               | 0.403           | 0.078                      | 5.257                    | 0.000    | Significant     |

**Source:** Primary data analyzed using SmartPLS 4 (2026)

Based on Table 6, which presents the results of the hypothesis testing, job promotions do not have a significant effect on employee performance or organizational commitment; therefore, hypotheses H1 and H2 are rejected. Conversely, the work environment has a positive and significant effect on employee performance and organizational commitment; therefore, hypotheses H3 and H4 are accepted. Additionally, organizational commitment has a positive and significant effect on employee performance; therefore, hypothesis H5 is accepted. These results indicate that the work environment and organizational commitment are more dominant factors in improving employee performance than job promotions.

#### 4.1.6.2 Testing Hypotheses on Indirect Effects

A test of indirect effects was conducted to determine the role of organizational commitment as a mediating variable in the relationship between job promotion and the work environment on employee performance. The test was conducted by analyzing path coefficients, t-statistics, and p-values in the mediating relationship among the variables (Hair *et al.*, 2021). Based on the test results, organizational commitment did not mediate the effect of job promotion on employee performance. Conversely, organizational commitment partially mediated the effect of the work environment on employee performance. These results indicate that the work environment can improve employee performance both directly and by increasing organizational commitment.

**Table 8. Hypothesis Testing for Indirect Effects**

|                  | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values | Info            |
|------------------|---------------------|-----------------|----------------------------|--------------------------|----------|-----------------|
| (X1) → (Z) → (Y) | 0.061               | 0.069           | 0.053                      | 1.145                    | 0.252    | Not Significant |
| (X2) → (Z) → (Y) | 0.279               | 0.275           | 0.068                      | 4.099                    | 0.000    | Significant     |

**Source:** Primary data analyzed using SmartPLS 4 (2026)

Based on Table 8 of the test results, organizational commitment does not mediate the effect of job promotion on employee performance, as the resulting indirect effect is not significant. Conversely, organizational commitment was able to mediate the effect of the work environment on employee performance, indicating that a positive work environment can enhance employee performance by increasing organizational commitment. Since both the direct and indirect effects of the work environment on employee performance were significant, organizational commitment acted as a partial mediator.

## 4.2 Discussion

### 4.2.1 The Effect of Job Promotions on Employee Performance

The test results show that job promotions do not significantly affect employee performance; therefore, the first hypothesis is rejected. These findings indicate that job promotions have not yet become a primary determinant capable of improving employee performance at the Manokwari Regency Education Office. Although job promotions are conceptually a form of organizational recognition of employees' competencies and work achievements, in the context of this study, promotions are not yet perceived as a direct driver of improvements in productivity or work quality. This situation indicates that employees are more focused on carrying out routine tasks and responsibilities than on the prospect of advancing their careers through job promotions.

Theoretically, this finding can be explained by Social Exchange Theory, which posits that employees will reciprocate positively if the organization is perceived as treating them fairly and beneficially. In this study, the promotion process is suspected of not being fully perceived as based on competence, work performance, and experience, thus failing to foster a perception of organizational fairness. Furthermore, the characteristics of government bureaucracy—which has a limited number of structural positions—result in relatively few promotion opportunities that all employees cannot equally enjoy. Consequently, job promotions have not yet served as a sufficiently strong stimulus to drive performance improvement. These findings align with those of Samantha *et al.*, (2023), who found that job promotions do not significantly affect employee performance. However, the results of this study differ from those of Ng *et al.*, (2024), who reported that job promotions positively affect employee performance. This discrepancy is likely due to differences in organizational characteristics. At the Manokwari Regency Education Office, promotion mechanisms remain influenced by bureaucratic systems and limited job openings. Therefore, this study provides empirical evidence that the effectiveness of job promotions in improving employee performance is highly dependent on the organizational context—particularly in public-sector organizations, which have more formal career systems than private-sector businesses.

### 4.2.2 The Impact of the Work Environment on Employee Performance

The test results show that the work environment has a positive and significant effect on employee performance, thus supporting the second hypothesis. These findings indicate that the work environment is the most dominant factor in improving employee performance compared to job promotions. These results are also consistent with the effect size ( $f^2$ ) value, which indicates that the work environment contributes the most to variations in employee performance. This suggests that improvements to the work environment—both physical and non-physical—will have a more tangible impact on performance than promotion policies, which are implemented relatively infrequently.

From the perspective of Conservation of Resources Theory, the work environment is an organizational resource that enables employees to conserve energy, reduce work-related stress, and enhance their capacity to complete tasks effectively. At the Manokwari Regency Education Office, harmonious working relationships among employees, effective communication between leadership and staff, and a conducive work atmosphere enable employees to work more comfortably, with greater focus, and more productively. These conditions foster increased intrinsic motivation, a sense of responsibility, and effectiveness in completing tasks, thereby directly contributing to improved



employee performance. This finding supports the results of Sarstedt *et al.*, (2022), who stated that the work environment has a positive and significant impact on employee performance. However, this study offers a more specific contribution by demonstrating that in public-sector organizations—specifically the Manokwari Regency Education Office—the work environment has a far greater influence than job promotions in explaining variations in employee performance. These findings reinforce the argument that government organizations should prioritize improving the quality of the work environment—including providing facilities, strengthening organizational communication, and creating a conducive work climate—as a key strategy for enhancing employee performance.

#### 4.2.3 The Effect of Job Promotions on Organizational Commitment

The test results show that job promotions do not significantly affect organizational commitment; therefore, the third hypothesis is rejected. These findings suggest that job promotions have not yet fostered employees' psychological attachment to the organization at the Manokwari Regency Education Office. Although job promotions are a form of organizational recognition, research indicates that employees do not view promotion opportunities as the primary basis for building loyalty or a sense of belonging to the organization. This suggests that day-to-day work experiences have more influence on organizational commitment than the expectation of receiving job promotions, which occur relatively infrequently.

From the perspective of Social Exchange Theory, organizational commitment develops when employees perceive the organization as treating them fairly, valuing their contributions, and providing objective opportunities for growth. However, if promotions are perceived as not being fully based on competence, work performance, and experience, the reciprocity mechanism expected by the theory will not be fully established. Furthermore, the characteristics of government bureaucracy—marked by a relatively rigid organizational structure—limit promotion opportunities, thereby failing to enhance employees' commitment comprehensively. This finding aligns with Samantha *et al.*, (2023), who state that job promotions do not have a significant effect on organizational commitment. However, the results of this study differ from several studies that found promotions can enhance organizational commitment when the career system is implemented transparently and on a merit-based basis. This discrepancy indicates that the impact of job promotions on organizational commitment is heavily influenced by employees' perceptions of procedural justice in the promotion process. Therefore, this study reinforces the argument that in public-sector organizations, organizational commitment is shaped not only by promotion policies but also by the overall quality of organizational governance.

#### 4.2.4 The Influence of the Work Environment on Organizational Commitment

The test results show that the work environment has a positive and significant effect on organizational commitment, thus supporting the fourth hypothesis. These findings indicate that the work environment is a key determinant capable of enhancing employees' loyalty, engagement, and sense of belonging toward the organization. These results are also consistent with the effect size ( $f^2$ ) value, which indicates that the work environment has the greatest influence on organizational commitment among the variables. Thus, the better the quality of the work environment as perceived by employees, the stronger their commitment to remain part of the organization and contribute to the achievement of its goals.

These research findings can be explained by the Conservation of Resources Theory, which posits that a supportive work environment provides physical, social, and psychological resources that help employees maintain their well-being and reduce work-related stress. A safe work environment, harmonious interpersonal relationships, open communication, and leadership support create a positive work experience, thereby fostering organizational commitment. At the Manokwari Regency Education Office, a conducive work atmosphere allows employees to feel valued and supported in carrying out their duties, thereby increasing their sense of belonging to the organization. This finding supports the research by Nurkholifa & Budiono (2022), which shows that the work environment has a positive influence on organizational commitment. Furthermore, this study makes an empirical contribution by demonstrating that in public-sector organizations, the quality of the work environment plays a greater role than job promotions in shaping organizational commitment. These findings indicate that efforts to enhance employee commitment are not sufficient through career policies alone but also require the creation of a work environment that supports collaboration, communication, and the sustainable well-being of employees.

#### **4.2.5** *The Effect of Organizational Commitment on Employee Performance*

The test results show that organizational commitment has a positive and significant effect on employee performance, thus supporting the fifth hypothesis. These findings indicate that organizational commitment is a key determinant of employee performance at the Manokwari Regency Education Office. Employees who exhibit high levels of commitment, loyalty, and a sense of belonging toward the organization tend to demonstrate greater responsibility in completing their work, maintaining service quality, and striving to achieve organizational goals. Thus, an increase in organizational commitment not only impacts individual work behavior but also contributes to the overall effectiveness of achieving organizational goals.

This finding supports Social Exchange Theory, which explains that employees will contribute more when they perceive a positive reciprocal relationship with the organization. Organizational commitment is a psychological response to organizational treatment that is perceived as fair, supportive, and capable of meeting employees' needs. At the Manokwari Regency Education Office, employees with high commitment tend to demonstrate work discipline, responsibility, and a willingness to give their best effort in carrying out public service duties. This finding aligns with Tang & Vandenberghe (2022), who found that organizational commitment positively affects employee performance. Furthermore, the results of this study reinforce the argument that organizational commitment is not merely a consequence of human resource management practices but also serves as a strategic mechanism that transforms various organizational policies into improved employee performance. Therefore, organizations need to continuously foster employee commitment through policies that build trust, engagement, and a sense of belonging to the organization.

#### **4.2.6** *The Effect of Job Promotions on Employee Performance through Organizational Commitment*

The test results show that organizational commitment does not mediate the effect of job promotion on employee performance; therefore, the sixth hypothesis is rejected. These findings indicate that job promotion not only fails to improve employee performance directly but also fails to build the organizational commitment necessary to improve performance indirectly. In other words, organizational

commitment does not yet function as a psychological mechanism that bridges the relationship between job promotion and employee performance.

From the perspective of Social Exchange Theory, a mediating mechanism should occur when employees view job promotions as a fair form of organizational reward, thereby fostering organizational commitment and ultimately improving performance. However, the research findings indicate that this mechanism has not been established at the Manokwari Regency Education Office. This is likely due to limited promotion opportunities, a relatively rigid bureaucratic structure, and employees' perception that promotions do not yet fully reflect a competency- and performance-based reward system. Consequently, job promotions have not enhanced employees' loyalty or attachment to the organization. These findings are consistent with those of Samantha *et al.*, (2023), who also found that job promotions do not have a significant effect on organizational commitment or employee performance. This study contributes to the understanding that the effectiveness of job promotions as a tool for improving performance is highly dependent on perceptions of fairness and transparency in the career system. Without these perceptions, organizational commitment will not develop, and thus the mediating role cannot be established.

#### **4.2.7 The Effect of the Work Environment on Employee Performance through Organizational Commitment**

The test results show that organizational commitment mediates the effect of the work environment on employee performance; thus, the seventh hypothesis is accepted. These results indicate that the relationship between the work environment and employee performance occurs not only directly but also through increased organizational commitment as a psychological mechanism. Furthermore, since the direct effect of the work environment on performance remains significant even after accounting for organizational commitment as a mediating variable, this relationship constitutes partial mediation. These findings indicate that the work environment exerts influence through two simultaneous pathways: directly by enhancing employee work effectiveness and indirectly by strengthening organizational commitment.

These findings can be explained through Conservation of Resources Theory and Social Exchange Theory. A safe, comfortable work environment, supported by harmonious interpersonal relationships, provides resources that enable employees to work more effectively while fostering a sense of belonging within the organization. When employees feel organizational support through a conducive work environment, they reciprocate by increasing their organizational commitment and demonstrating higher performance. These findings support the results of a study by Nurkholifa & Budiono (2022), which showed that organizational commitment mediates the relationship between the work environment and employee performance. Furthermore, this study makes an empirical contribution by demonstrating that organizational commitment is a crucial mechanism that strengthens the work environment's influence on performance in public-sector organizations. These findings indicate that efforts to improve employee performance are insufficient if they rely solely on providing workplace facilities; they must also be accompanied by the creation of an organizational environment that fosters employees' emotional attachment and loyalty. Thus, improving the work environment is a managerial strategy that not only enhances workplace comfort but also strengthens organizational commitment, ultimately leading to sustainable improvements in employee performance.

## 5. Concluding Remarks and Recommendation

This study aims to analyze the effects of job promotion and work environment on employee performance, with organizational commitment as a mediating variable, at the Manokwari Regency Education Office using a quantitative approach with Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis. The results show that job promotion has no significant effect on either employee performance or organizational commitment. Conversely, the work environment was found to have a positive and significant effect on employee performance and organizational commitment. Additionally, organizational commitment positively affects employee performance. Mediation analysis revealed that organizational commitment does not mediate the relationship between job promotion and employee performance but partially mediates the relationship between the work environment and employee performance. These findings suggest that improving the quality of the work environment is a more effective factor in enhancing employee performance than job promotions in the context of the organization studied.

Theoretically, this study contributes to the development of human resource management literature by strengthening the explanations provided by Social Exchange Theory and Conservation of Resources Theory. The research results show that the effectiveness of human resource management practices is determined not only by promotion policies but also by the quality of the work environment, which can foster organizational commitment as a mechanism for improving employee performance. This study also offers a contextual contribution by demonstrating that in public sector organizations with a bureaucratic career system, the work environment plays a more dominant role than promotions in explaining variations in employee performance. From a practical and policy perspective, the research findings indicate that the Manokwari Regency Education Office needs to prioritize improving the quality of the work environment by providing adequate work facilities, strengthening communication between leadership and employees, and fostering a collaborative work climate. Additionally, the promotion system needs to be refined to be more transparent, objective, and competency-based so that it can enhance employee trust, commitment, and motivation.

This study has several limitations. First, the study was conducted in only one government agency with a relatively limited number of respondents; therefore, the results cannot yet be generalized to all public sector organizations. Second, all variables were measured using a self-report questionnaire, so there remains the potential for common method bias despite efforts to control for it during data collection. Third, the research model only involved job promotions, the work environment, and organizational commitment; thus, other factors could potentially influence employee performance. Therefore, future research is recommended to expand the scope to various government agencies and other sectoral organizations, use a larger sample size, and include variables such as leadership, job satisfaction, work motivation, organizational culture, or perceived organizational support. Future research is also recommended to use a longitudinal or mixed-methods approach to provide a more comprehensive understanding of the dynamics among human resource management practices, organizational commitment, and employee performance.

## Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve

clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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## Appendix

**Tabel A1. Outer Loading**

|       | Employee<br>Performan<br>ce (Y) | Organizational<br>Commitment<br>(Z) | Work<br>Environment<br>(X2) | Promotion<br>(X1) | Description |
|-------|---------------------------------|-------------------------------------|-----------------------------|-------------------|-------------|
| X1.1  |                                 |                                     |                             | 0.769             | Valid       |
| X1.10 |                                 |                                     |                             | 0.822             | Valid       |
| X1.2  |                                 |                                     |                             | 0.890             | Valid       |
| X1.3  |                                 |                                     |                             | 0.903             | Valid       |
| X1.4  |                                 |                                     |                             | 0.815             | Valid       |
| X1.5  |                                 |                                     |                             | 0.792             | Valid       |
| X1.6  |                                 |                                     |                             | 0.736             | Valid       |
| X1.7  |                                 |                                     |                             | 0.809             | Valid       |
| X1.8  |                                 |                                     |                             | 0.833             | Valid       |
| X1.9  |                                 |                                     |                             | 0.903             | Valid       |
| X2.1  |                                 |                                     | 0.872                       |                   | Valid       |
| X2.10 |                                 |                                     | 0.741                       |                   | Valid       |
| X2.11 |                                 |                                     | 0.826                       |                   | Valid       |
| X2.12 |                                 |                                     | 0.885                       |                   | Valid       |
| X2.2  |                                 |                                     | 0.804                       |                   | Valid       |
| X2.3  |                                 |                                     | 0.885                       |                   | Valid       |
| X2.4  |                                 |                                     | 0.775                       |                   | Valid       |
| X2.5  |                                 |                                     | 0.836                       |                   | Valid       |
| X2.6  |                                 |                                     | 0.713                       |                   | Valid       |
| X2.7  |                                 |                                     | 0.756                       |                   | Valid       |
| X2.8  |                                 |                                     | 0.723                       |                   | Valid       |
| X2.9  |                                 |                                     | 0.885                       |                   | Valid       |
| Y.1   | 0.731                           |                                     |                             |                   | Valid       |
| Y.10  | 0.784                           |                                     |                             |                   | Valid       |
| Y.2   | 0.783                           |                                     |                             |                   | Valid       |
| Y.3   | 0.830                           |                                     |                             |                   | Valid       |
| Y.4   | 0.818                           |                                     |                             |                   | Valid       |
| Y.5   | 0.863                           |                                     |                             |                   | Valid       |
| Y.6   | 0.808                           |                                     |                             |                   | Valid       |
| Y.7   | 0.791                           |                                     |                             |                   | Valid       |
| Y.8   | 0.827                           |                                     |                             |                   | Valid       |
| Y.9   | 0.776                           |                                     |                             |                   | Valid       |
| Z.1   |                                 | 0.755                               |                             |                   | Valid       |
| Z.2   |                                 | 0.742                               |                             |                   | Valid       |
| Z.3   |                                 | 0.724                               |                             |                   | Valid       |
| Z.4   |                                 | 0.755                               |                             |                   | Valid       |
| Z.5   |                                 | 0.751                               |                             |                   | Valid       |
| Z.6   |                                 | 0.718                               |                             |                   | Valid       |

**Source:** Primary data analyzed using SmartPLS 4 (2026)